

BTEC Bulletin

News from the [Business Transformation Executive Committee](#)

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USAID Business Transformation Plan:

- Human Capital
- BSM
- Knowledge for Develop.
- Strategic Budgeting

USAID's IT Security Score Improves

USAID's grade on its computer security program jumped significantly according to the latest congressional report card. John Streufert, Director of IRM and the Agency's Information Security Officer (ISSO) reported to the BTEC that the agency's grade jumped from an F to a C-. The agency tied with two other Federal agencies that received a C-. 13 of the major 24 agencies' grades were below a C, and eight flunked. The government's overall score was a D.

USAID's score improved for implementing IT security measures such as: desktop splash screen with security tips of the day; monthly remote scanning of mission IT equipment to check for security vulnerabilities; weekly anti-virus software updates; and automatic remote patching of systems.

"While we are pleased with our improved security score, our goal is to achieve a perfect score," said John Streufert.

Agency system administrators and security specialists have day-to-day responsibility for ensuring that the computer systems are set up and maintained in a secure manner. Although the Federal Government's overall grade was better

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Administrator's 3rd Annual Survey Results: Morale & Services Continue to Improve

Results of the third annual Administrator's survey of the 8,000 agency staffers revealed continued improvement in morale and satisfaction in most areas but some concerns remain primarily in the area of human resources.

The percentage responding to the survey increased this year from 42 to 50 percent of the workforce. In addition, employees added hundreds of pages of written comments.

There were 6000 written comments by Agency staff covering a range of topics. 1900 comments were about human resources issues. Administrator Natsios has already read over half of these comments himself.

There were many concerns noted by employees about human resources (HR) issues. One of the lowest scores given on the survey was to the question: "USAID fills positions in a timely and flexible manner." Thirty-four percent agreed, 30 percent were neutral and 46 percent disagreed with the statement.

Chief Human Capital Officer Rose Marie Depp has read the comments and will respond to them in HR's next newsletter.

Even with the low marks for hiring policies, Human Resources services got higher ratings this year than last, as did all the bureaus. But the changes were small compared with the large increases in the previous, 2002 survey over that of 2001.

More users of the Phoenix financial system were positive than negative about the new system for the first time.

Results of the survey are posted on the external agency website under "[Careers.](#)"

A subsequent report analyzing the survey's comments is in development. One of the goals of this report is to map the comments to the Agency's business transformation initiatives to identify gaps in planned improvements.

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than the F it received in 2002, improvement is still too slow according to Congress. Rep. Adam Putnam (R-FLA), chairman of the House Government Reform Subcommittee on Technology, Information Policy, Intergovernmental Relations and the Census, plans to jump-start improvements in cyber security this year.

The Subcommittee found that the agencies that performed well had five factors in common: 1) Complete inventories of critical IT assets; 2) Thorough listings of critical infrastructure and mission-critical systems; 3) Strong incident identification and reporting procedures; 4) Tight controls over contractors; and 5) Strong plans for finding and eliminating security problems.

Agencies' scores are based on separate fiscal 2003 reports to OMB by agencies and their inspectors general. The 2002 Federal Information Security Act (FISMA) requires annual IT security reviews, reports and remediation. A secure operational IT system is a goal of the PMA initiative for [Expanded E-Government](#).

USAID Revises Competitive Sourcing Plan

The BTEC approved a [new Agency Competitive Sourcing \(CS\) plan](#) at its December meeting. Under the new plan, which outlines the revised requirements for USAID's program in FY04 and FY05, there would be no competitive sourcing competitions in FY04. Rather the Agency will utilize a Business Process Improvement (BPI) approach to review at least one activity approved for potential competition by the BTEC last October.

AA/M, John Marshall, who is the Agency's Competitive Sourcing Official, explained that OMB agreed to this alternative approach pending BTEC approval.

The BTEC endorsed the BPI review of the administrative management services (AMS) function as a pilot study in selected bureaus and offices who volunteered to participate. When the study is completed in several months, a report will include findings as well as recommend alternative scenarios in terms of organizational and resource efficiencies. The goal of BPI, which is consistent with the [PMA CS initiative](#), is to improve the performance of common processes across the Agency for efficiencies and cost savings.

The inclusion of the BPI approach in the Agency's revised CS plan for fiscal year 2004 should improve the Agency's CS score on the PMA scorecard. It will also enable the establishment of longer term CS program objectives.

Your comments and suggestions are welcomed. Please contact your bureau's [BTEC member](#) or nbarnett@usaid.gov. You may also contact us online at <http://inside.usaid.gov/BTEC/>



The next BTEC meeting is scheduled for February 11th.

Program Management Office Plans Presented

The newly established Program Management Office (PMO) is key to the success of the Agency's Business Transformation Plan. Without it, the Agency's Business System Modernization projects are clearly at risk noted Bernie Mazer, PMO Chief, at the December BTEC meeting.

Mr. Mazer explained that the PMO, which reports to the Deputy CIO for Operations, is staffed with certified project managers who provide many services. For example, PMO staff provides guidance in preparing business cases for proposed IT investments, required by OMB. During the implementation phase of these investments, PMO staff helps insure that projects meet cost, schedule, scope, and quality requirements.

The PMO identifies proven industry and government IT software and system best practices and conveys these to Agency managers responsible for implementing IT projects. The PMO provides expert "hands-on" consulting, training and direct support to USAID programs in the area of IT Project Management, including: project planning and work breakdown structure guidance and standards; risk management; quality assurance; and governance.

Development of the PMO is occurring in three stages: Build; Disseminate; and Institutionalize. The current "Build" phase consists of developing standards and processes; creating tools and templates; and developing communication mechanisms such as a website. The "Disseminate" phase includes sharing standards and processes; building stakeholder support; and training staff as certified project managers. The final phase, "Institutionalize" consists of building standards into everyday processes; revising existing project operations; and ensuring new IT projects meet PMO best practice standards.

Current PMO supported projects include: deploying the Phoenix financial system overseas; deploying a new procurement system that integrates with the Phoenix financial system in collaboration with Department of State (DoS); developing a joint Enterprise Architecture with DoS; Joint Financial Management System collaboration with DoS; and coordinating the Agency's participation on cross-agency e-Gov initiatives such as e-Travel and e-Grants.

PMO offices are being established government wide since the OMB requires that certified project managers prepare business cases for agency IT investments as well as manage major IT projects.

The [ePMO website](#) is available on the Agency's intranet.

Did you know...

...that USAID's latest *progress* scores on the President's Management Agenda (PMA) remain **green** for the following: Strategic Management of Human Capital; Improved Financial Management; Budget & Performance Integration; and Expanded E-Government. The Agency's progress score for Competitive Sourcing improved from **red** to **yellow**. The Agency's *status* scores remain red... [Latest PMA Scorecard](#)